



KENTUCKY COMMUNITY AND TECHNICAL COLLEGE SYSTEM

# STRATEGIC PLAN

## 2000 - 2005

JULY 2003 EDITION

BRINGING OUR  
FUTURE INTO  
**FOCUS**





## OFFICE OF THE PRESIDENT

Dr. Michael B. McCall

To the Citizens of Kentucky:

The Kentucky Community and Technical College System celebrated its fifth anniversary in July 2003. The remarkable achievements made during our brief history have surpassed all expectations. We are well on our way to achieve the vision to be recognized as the nation's best two-year postsecondary education system.

During the 2002-03 academic year, we again examined our goals and priorities to gauge progress and redefine challenges. The result is the **KCTCS Strategic Plan 2000-2005, July 2003 Edition**. You will note that the five-year goals have not changed. Our new two-year priorities now correspond with the KCTCS biennial state appropriation request.

KCTCS remains committed to providing quality postsecondary education to all Kentuckians. As we work to achieve the vision, one constant remains – our number one priority will continue to be the education, the empowerment, and the employment of our students. Our colleges change the lives of tens of thousands of Kentuckians each year through academic and technical programs, workforce training, and community partnerships.

Thank you for your continued support. It is essential to the successful attainment of our goals.

Sincerely,



# **THE KCTCS MISSION**

The mission of the Kentucky Community and Technical College System is to improve the quality of life and employability of the citizens of the Commonwealth by serving as the primary provider of the following postsecondary education programs, training, and services:

- Certificate, diploma, technical degree, associate degree, and transfer programs
- Workforce training to meet the needs of existing and new businesses and industries
- Remedial and continuing education
- Short-term, customized training for business and industry
- Adult education
- Associated services

approved by the KCTCS Board of Regents  
June 28, 2002

## **THE KCTCS VISION**

To create, by the year 2020, a comprehensive community and technical college system recognized as the nation's best.

## **THE KCTCS VALUES**

- Mission driven goals
- Quality programs and excellence in teaching
- Student success and lifelong learning
- Open access with responsive delivery
- Positive culture with trust, respect, and open communication

# KCTCS GOALS

*Goals to be accomplished by 2005*

**Student Access, Success, and Services** – KCTCS colleges will increase student access and promote student success through responsive, innovative student support programs and services.

**Program Quality and Effectiveness** – In response to community needs, KCTCS colleges will expand and develop innovative, high quality programs incorporating the best practices of teaching and learning.

**Professional and Organizational Development** – KCTCS colleges will invest in the development of faculty and staff and will support dynamic, unified, healthy, and rewarding campus environments.

**Community/Economic Development and Partnerships** – KCTCS colleges will strengthen the economic development of our communities and state by expanding educational opportunities, improving outreach services, and creating new partnerships.

**Resource Development** – KCTCS will seek additional fiscal, physical, and information technology resources and will use all resources effectively and efficiently to serve students.

**Unified System of Colleges and Public Recognition** – KCTCS will be a unified system of comprehensive community and technical colleges, recognized as a state and national leader in postsecondary education.

# **FIVE-YEAR GOALS, TWO-YEAR PRIORITIES, AND KEY INDICATORS**

*Priorities to be accomplished by 2005*

## **Student Access, Success, and Services**

**KCTCS colleges will increase student access and promote student success through responsive, innovative student support programs and services.**

### ***Priorities***

- Increase enrollment and retention of students while improving access to diverse student populations.
- Provide for student success through implementation of best practices in assessment, placement, advising, and developmental instruction.
- Enhance student services with continuous improvement in career and educational counseling, transfer advising, job placement, and student development services.

## **Program Quality and Effectiveness**

**In response to community needs, KCTCS colleges will expand and develop innovative, high quality programs incorporating the best practices of teaching and learning.**

### ***Priorities***

- Provide programs that reflect the needs of current economic and job environments to enable students to achieve relevant skills and foundational competencies.
- Increase opportunities for articulation and transfer for all programs.
- Expand distance learning and state-of-the-art e-learning educational programs and services using flexible delivery systems.

## **Professional and Organizational Development**

**KCTCS colleges will invest in the development of faculty and staff and will support dynamic, unified, healthy, and rewarding campus environments.**

### ***Priorities***

- Promote the professional and leadership development of faculty and staff.
- Improve communication throughout KCTCS.
- Develop, update, and communicate personnel policies and procedures.

## **Community/Economic Development and Partnerships**

**KCTCS colleges will strengthen the economic development of our communities and state by expanding educational opportunities, improving outreach services, and creating new partnerships.**

### ***Priorities***

- Serve as the Commonwealth's primary provider of training for economic development.
- Implement and promote a responsive statewide and comprehensive workforce development system.
- Expand partnerships and collaborations with government; community agencies; business; secondary, postsecondary, and adult education institutions, including the Kentucky Virtual University.



## **Resource Development**

**KCTCS will seek additional fiscal, physical, and information technology resources and will use all resources effectively and efficiently to serve students.**

### ***Priorities***

- Increase financial and technological resources for students.
- Implement aggressive strategies for resource development.
- Improve information technology resources to provide responsive processes, procedures, and services.

## **Unified System of Colleges and Public Recognition**

**KCTCS will be a unified system of comprehensive community and technical colleges, recognized as a state and national leader in postsecondary education.**

### ***Priorities***

- Provide seamless educational opportunities for students through single accreditation (SACS) for all colleges.
- Promote KCTCS through the achievements of its comprehensive community and technical colleges.

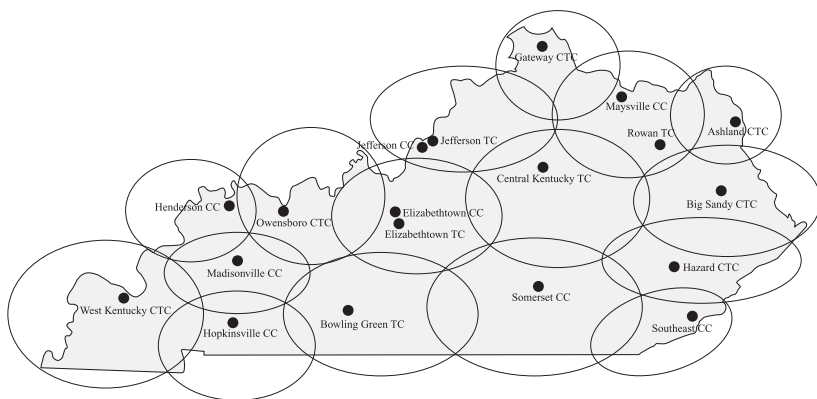
Goal	Indicator	Definition
Student Access, Success, & Services	Enrollment Growth	<p>Headcount</p> <p>Full-time equivalent (FTE)</p> <p>Former GED student enrollment</p> <p>Former adult basic education and literacy student enrollment</p> <p>Affordability: <i>tuition less than or equal to 4 percent of median Kentucky family income and as compared to benchmark state systems.</i></p> <p>Early Leavers With Marketable Skills (ELMS): <i>baseline headcount data to be established for the academic year plus percent increase to be determined annually thereafter.</i></p>
	Diversity	<p>Student headcount percentage by ethnic category: <i>equal to population percentage to be calculated by district and for the system as a whole.</i></p> <p>Employee headcount percentage: <i>equal to population percentage to be calculated by district and for the system as a whole.</i></p> <p>CPE uses 8 percent as the proportion of Kentucky's African American population in the Kentucky Plan.</p>

Goal	Indicator	Definition
Program Quality & Effectiveness	Educational Effectiveness	<p>Retention: <i>a retained student is defined as a student who begins as a member of a cohort of new fall term students enrolled in a credential program and who is determined to be any of the following: an Early Leaver with Marketable Skills (ELMS), a recipient of a credential, a transfer to another higher education institution, or a returnee in the next fall term.</i></p> <p>Graduation: <i>a graduated student is one who receives a certificate, a diploma, or an associate degree</i></p> <p>Transfer: <i>a transferred student is one who moves directly to another accredited higher education institution after attendance at a KCTCS college.</i></p> <p>Pass rates of KCTCS students taking national licensure exams. (Note: A list of all applicable exams is being assembled.)</p> <p>Exit surveys for all students receiving credentials (degrees, diplomas, certificates)</p>
Professional & Organizational Development	Professional Development Programs	Percent of budget spent on professional and organizational development activities: <i>equal to 4 percent of total budget.</i>

Goal	Indicator	Definition
Community/ Economic Development & Partnerships	Economic & Cultural Impact	<p>Headcount in credit and non-credit courses, including Fire/Rescue and company-sponsored programs (Note: Credit-seeking and non-credit-seeking can be combined, but the two groups are not mutually exclusive, so it will contain duplicates.)</p> <p>Employment assessments</p> <p>Adult basic education (non-credit) classes</p> <p>Community education (non-credit) classes</p> <p>Employer satisfaction with training services: <i>baseline satisfaction to be established plus percent increase to be determined annually thereafter.</i></p> <p>Employer satisfaction with graduates: <i>baseline satisfaction to be established plus percent increase to be determined annually thereafter.</i></p> <p>Attendance at cultural events</p>

Goal	Indicator	Definition
Resource Development	Fiscal Management Effectiveness	<p>External audit report</p> <p>Funding sources: General Fund increases</p> <p>Grants and Contracts</p> <p>Advancement: external and gift funding</p> <p>Per student funding</p>
Unified System of Colleges & Public Recognition	Institutional Profile	<p>Consolidation status: <i>number of colleges progressing in consolidation stages during the year.</i></p> <p>Media articles appearing in regional or national publications</p> <p>Presentations in national venues by KCTCS personnel</p>

# KCTCS COLLEGE DISTRICTS



## Kentucky Community and Technical College System

(859) 246-3146  
(877) KCTCS-4U  
[www.kctcs.edu](http://www.kctcs.edu)

## Ashland Community and Technical College

(606) 329-2999  
[www.ashlandctc.org](http://www.ashlandctc.org)

## Big Sandy Community and Technical College

(606) 886-3863  
1-888-641-4132  
[www.bigsandy.kctcs.edu](http://www.bigsandy.kctcs.edu)

## Bowling Green Technical College

(270) 746-7461  
[www.bgtc.net](http://www.bgtc.net)

## Central Kentucky Technical College

(859) 246-2400  
[www.cktc.net](http://www.cktc.net)

## Elizabethtown Community and Technical College District

**Elizabethtown Community College**  
(877) 2GO-2ECC  
(270) 769-2371  
[www.elizabethtowncc.com](http://www.elizabethtowncc.com)  
**Elizabethtown Technical College**  
(270) 766-5133  
[www.elitc.kctcs.net](http://www.elitc.kctcs.net)

## Gateway Community and Technical College

(859) 292-3930  
[www.nktc.com](http://www.nktc.com)

## Hazard Community and Technical College

(606) 436-5721  
[www.hazcc.kctcs.edu](http://www.hazcc.kctcs.edu)

## Henderson Community College

(270) 827-1867  
[www.hencc.kctcs.edu](http://www.hencc.kctcs.edu)

## Hopkinsville Community College

(270) 886-3921  
[www.hopcc.kctcs.edu](http://www.hopcc.kctcs.edu)

## Jefferson Community and Technical College District

**Jefferson Community College**  
(502) 213-5333  
[www.jcc.kctcs.net](http://www.jcc.kctcs.net)  
**Jefferson Technical College**  
(502) 213-5333  
[www.jtc.kctcs.net](http://www.jtc.kctcs.net)

## Madisonville Community College

(270) 821-2250  
[www.madcc.kctcs.edu](http://www.madcc.kctcs.edu)

## Maysville Community and Technical College District

**Maysville Community College**  
(606) 759-7141  
[www.maycc.kctcs.edu](http://www.maycc.kctcs.edu)  
**Rowan Technical College**  
(606) 783-1538  
[www.kctcs.net](http://www.kctcs.net)

## Owensboro Community and Technical College

(270) 686-4400  
[www.owecc.net](http://www.owecc.net)

## Somerset Community College

(606) 879-8501  
[www.somerset.kctcs.edu](http://www.somerset.kctcs.edu)

## Southeast Community College

(606) 589-2145  
[www.soucc.kctcs.edu](http://www.soucc.kctcs.edu)

## West Kentucky Community and Technical College

(270) 554-9200  
[www.westkentucky.kctcs.edu](http://www.westkentucky.kctcs.edu)

Kentucky Community and Technical College System

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(877-528-2748); or 859-246-3100

[www.kctcs.edu](http://www.kctcs.edu)



KCTCS does not discriminate on the basis of race, color, religion, national origin, sex, disability, or age in its programs and activities. The following person has been designated to handle inquiries regarding the non-discrimination policies: Director of Diversity Programs, P.O. Box 14092, Lexington, KY 40512; phone 859-246-3100.

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